

CHAPTER 5

PERSONNEL MANAGEMENT

As senior level RPs, RPCs and RP1s are assigned to duty at Navy and Marine Corps installations. The paygrade required by the authorized billet is determined by manpower officials at Commander Naval Military Personnel Command (CNMPC) and the Enlistnd Personnel Management Center (EPMAC). The RPC or RP1 may be assigned to assist chaplains in the management of religious programs and facilities at naval training centers, shore-based command staffs, Navy or Marine Corps air stations, large administrative commands, Navy or Marine Corps bases, or aboard Navy vessels.

PROGRAMS MANAGEMENT

The RP rating is a *service* rating. The primary purpose of the rating is to support chaplains in carrying out their mission to promote the spiritual, religious, moral, and personal well-being of sea services personnel and their families. The management aspects of senior RP duties may include assisting in the management of religious programs and facilities; analyzing requirements for religious facilities; processing employment applications of auxiliary and contract chaplains and clergy for occasional ministries; training volunteer personnel involved in support of religious programs; managing training programs for religious education instructors; supervising the office of the chaplain; and determining religious program support requirements.

THE COMMAND RELIGIOUS PROGRAM MANAGER

It is apparent from the duties listed in the previous paragraph that the primary role of a senior RP is that of managing the office of the chaplain and assisting in the management of the Command Religious Program (CRP). At most duty stations, at least one RPC or RP1 will be assigned.

PHASES OF PROGRAMS MANAGEMENT

There are five phases of programs management with which the RPC or RP1 should become familiar: planning, organizing, coordinating, directing, and controlling. Effective programs management encompasses all five phases.

Planning

In the planning phase, objectives of the CRP must be clearly established and interpreted to assigned personnel. All reasonable courses of action should be considered and the best one selected and developed. The planning stage includes six steps.

EVALUATE THE SITUATION.— At this step the CRP managers must view the present status of the program as a whole and ask the basic question “Where are we now?” Determination must be made as to the present status of the CRP in relation to available resources, policies, and procedures. After the current status has been determined, chaplains and RPs must determine the goals and objectives of the Command Religious Program.

ANALYZE THE OBJECTIVES.— After the objectives of the Command Religious Program have been established, they should be broken down into components so that analysis can be made of all aspects of the program. At this time, managers of the CRP should begin formulating task statements and making the initial assignments of personnel.

CONSIDER APPROPRIATE COURSES OF ACTION.— At this step, the assigned chaplain(s) and RF(s) should determine the various courses of action that could be taken to reach the established goals and objectives of the CRP.

The advantages and disadvantages of the various courses of action should be considered, RPs should not hesitate to ask pertinent questions, so that the objectives and courses of action are clear to everyone present. Suggestions by RPs should be encouraged and given careful consideration.

SELECT AND DEVELOP THE BEST COURSE OF ACTION.— After the various courses of action have been considered, the most desirable one should be selected and developed. The best course of action to take is obviously the one that will most effectively accomplish the mission of the CRP. Managers must ensure that the course of action selected meets established requirements and is compatible with the command mission.

DEVELOP AN ALTERNATE PLAN.— The development of an alternate plan will provide CRP managers with another approach should the primary plan prove to be ineffective. The alternate plan must be as carefully selected and developed as was the primary plan.

TEST BOTH PLANS FOR COMPLETENESS.— Once the plans are selected, each detail of both the primary and alternate plans should be scrutinized by CRP managers. If any aspect appears to be inadequate or faulty, further refinement or development may be necessary.

Planning never ends. CRP managers will have to make adjustments continuously to changing requirements or fluctuating resources. Proper planning is essential to CRP management as well as to management in general.

Organizing

Organizing involves a detailed analysis of the status of all aspects of the Command Religious Program (CRP). The process of organizing consists of analyzing the mission, determining the jobs, structuring the workload, and initially assigning the personnel.

Planning and organizing necessarily overlap. Since planning never really ends, it is sometimes difficult to determine when organizing actually begins. The important thing for the RPC or RP1 to remember is that it DOES begin. The purpose of organizing is to align the functions, operations, and tasks required to carry out the mission with the available material, manpower, money, time, and facilities.

Once the mission and goals of the CRP are established, the following fundamentals should be applied to help accomplish the objectives:

Unity of Command

Span of Control

Delegation of Authority

UNITY OF COMMAND.— Unity of command may be defined as a oneness of purpose behind one leader. The RPC or RP 1 must ensure that assigned personnel understand and use the chain of command in such a way that unity of command is enhanced. Subordinates must understand who is in charge. A clear line of authority is essential to good morale.

SPAN OF CONTROL.— This refers to the number of personnel that can be effectively supervised by the RPC or RP1. The span of control is often limited unknowingly by supervisors who are trying to control too much of the work or trying to supervise too many people. In each of these instances the supervisor may be unable to meet other managerial requirements or production deadlines because of the limited amount of time he or she has for each task. The supervisor also needs to represent the office at meetings and conferences and to perform various other official duties. These demands upon the supervisor's time may further limit the number of people he or she can supervise.

DELEGATION OF AUTHORITY.— Since the span of control is often limited, the RPC or RP1 should delegate assignments and the commensurate authority for getting the job done to junior supervisors, whenever practical. The leading RP should bear in mind, however, that while authority can be delegated, responsibility cannot. Delegation of authority will help guide and develop junior supervisors for their future role as senior EPs. Every supervisor in the Navy today was at one time a subordinate.

Coordinating

Coordination highlights the team concept in efforts to reach objectives. If activities outside the Command Religious Program are affected by CRP activities—and they often are—these outside activities, agencies, offices, or persons should be made aware of the goals of the CRP.

Coordinating efforts among assigned personnel involves aligning resources with tasks (objectives) at the right time, in the right place, and in the right amount in order to achieve unity of effort. the responsibility of coordination rests with the leading RPC or RP1. Supervisor should encourage assigned personnel to immediately report any difficulty encountered in accomplishing CRP objectives. This will maintain the integrity of the chain of command as well as promote the concept of a team effort.

Directing

Directing is the step in programs management in which all the efforts of planning, organizing, and coordinating are put into operation. This step will also serve to remind staff personnel of their work assignments, as task statements will be repeated.

If proper planning, organizing, and coordinating were not accomplished prior to the directing step, this fact will become apparent very soon. Subordinates may become confused if directions are given inconsistent with the original planning, organizing, and coordinating efforts.

Unforeseen problems may arise that could make direction difficult, if not impossible. If such difficulties do arise, implementation of the alternate plan may be necessary.

Directives may be given either orally or in writing. Some workers may have difficulty in understanding and following oral directions, especially if they are newly assigned or untrained. In these cases, and where directions must be followed explicitly, it will be imperative to give precise written instructions. Such cases would include rigging for divine services, preparing supply requisitions, watch-standing procedures, and other similar assignments.

Oral directions may be used to clarify a written order or directive, to give assistance, to initiate action in an emergency situation, to obtain immediate compliance when needed, and to afford subordinates the opportunity to ask questions. Effective oral directing adds the personal touch to supervision and serves to stimulate the initiative of assigned personnel as well as to promote favorable attitudes.

Controlling

Controlling is the process of determining whether or not the actual operation of the Command Religious Program is proceeding

toward objectives according to plan. Controlling involves establishing a system of checks on certain key operations and procedures to enable the supervisor to immediately identify any mistakes, deviations, or potential problem areas; to ascertain progress; and to determine whether or not the CRP objectives are being met. This system may involve testing, checking, inspecting, verifying, guiding, and/or limiting. Controlling may be characterized by many forms, and the objectives of controlling may be reached by various means, but generally a four-step process is effective.

First, the RPC or RP1 should visualize where, and to what extent, controls will be needed to keep CRP operations on the planned course. Then a determination must be made as to the use of control devices, such as charts, graphs, a work order, a performance standard, an inspection, or an examination. Whatever the form of the control device, its purpose is to portray a clear picture of CRP progress toward planned objectives.

Second, the RPC or RP1 should analyze the information taken from the control device(s) to determine CRP progress toward objectives. If there is a deviation from the program as originally planned, the leading RP should attempt to determine what caused the deviation. Several adverse factors may affect this deviation: (1) The plan is faulty. To improve this situation, re-planning, or implementation of the alternate plan may be necessary. (2) Subordinates are failing to complete assignments. To improve this situation, closer supervision, guidance, and direction may be called for. If neglect of assigned tasks is becoming habitual, disciplinary measures may be necessary. (3) Expected resources have not been received. To adjust to this situation, the RPC or RP1 may need to identify alternate resources or adjust some phases of the plan accordingly.

Third, after determining what problem(s) exist, the RPC or RP1 should decide what action is necessary to correct the course of the CRP toward the planned objectives. It is possible that new instructions, directions, or assignments will have to be given in order to accomplish the correction.

Fourth, controls are reestablished and the cycle begins anew.

The leading RP should ensure that controls are kept as simple as possible, yet functional. Checks should be made frequently to ensure that there is no duplication of controls (more than one control to accomplish the same goal).

Performance standards are perhaps one of the most common and effective control devices,

yet they are one of the most misunderstood and misused. A performance standard may be defined as a mutual understanding between supervisor and subordinate as to what constitutes acceptable performance of a given task or operation. The performance standard describes what, how much, and how well work is to be performed. Properly used, it is an excellent means of controlling the quality and quantity of work to be performed.

The following section addresses managerial styles and their characteristics.

MANAGERIAL STYLES

Most managers will develop a personalized managerial style soon after being placed in a position of greater responsibility. The style developed by these managers might have been influenced by the following:

- Ž Formal managerial training, such as Leadership and Management Education and Training (LMET)
- Ž The examples set by other managers
- Ž The examples set by authority figures earlier in the manager's life

Of the three major influences on the development of a managerial style listed above, the last is often the most influential. The subordinate may wonder, "Why is the boss always grouchy?" or express surprise that "The boss is really showing an interest in me and has offered to assist if any problems should arise." If the RPC or RP1 is frequently in a grouchy mood, this person may have been reared in an atmosphere where parents or others in authority were grouchy (whether real or perceived). On the other hand, managers who show real concern for assigned personnel may be reflecting the atmosphere they have been exposed to in their homelife. It is important to note that managers can choose a positive leadership approach, such as the HIGH TASK/HIGH PERSONNEL style. This is one of four managerial styles to be considered in this section.

LOW TASK/LOW PERSONNEL

A manager who has adopted the LOW TASK/LOW PERSONNEL style of management will not normally be advanced very high in the Navy. The following characteristics are apparent in LOW TASK/LOW PERSONNEL managers.

Loyalty

The LOW TASK/LOW PERSONNEL manager is usually deficient in the area of loyalty. This deficiency may be characterized by failure to set the proper example for subordinates in the following two areas.

PUNCTUALITY.— The LOW TASK/LOW PERSONNEL manager may display an indifferent attitude in regard to reporting for work on time. Since there is little striving for efficiency, assignments are not always completed on time.

MILITARY APPEARANCE.— Because of general apathy, the LOW TASK/LOW PERSONNEL manager may not give attention to his or her appearance. Sometimes uniform regulations and grooming standards are not taken seriously.

The LOW TASK/LOW PERSONNEL manager tends to side with subordinates whenever there is dissatisfaction with command policies, but on the other hand, this manager sometimes uses command authority to threaten subordinates who step out of line. In essence, the LOW TASK/LOW PERSONNEL manager is frequently inconsistent regarding programs and personnel management.

Attention to Detail

The LOW TASK/LOW PERSONNEL manager usually misses out on the finer details of any discussion or assignment and often fails to think things through. Without proper thought and analysis on the part of this manager, it follows that chaplains, division officers, and other supervisors will have to repeat themselves many times to ensure that the assignment or objective is understood.

Also, this manager never bothers to take notes for reference purposes and is, therefore, poorly prepared to brief subordinates or to make progress reports.

Listening

The LOW TASK/LOW PERSONNEL manager is not in the habit of listening closely to those in higher authority or to subordinates. Chaplains and subordinates alike may have to repeat themselves several times because this manager is not a good listener and will miss many details related in discussions.

Teamwork

The LOW TASK/LOW PERSONNEL manager is not a good organizer, hence he or she seldom benefits from the concept of teamwork. This manager does not perceive teamwork as being either good or bad, but adopts an attitude that finds expression in the instruction “just get it done and don’t bother me.”

Rapport with Subordinates

The LOW TASK/LOW PERSONNEL manager seldom enjoys good rapport with other RPs. Subordinates may go to great lengths to avoid contact with this manager, and the manager may often be a topic of discussion when not in the presence of subordinates.

The Confidence of Others

Before long, the chaplain and others in authority will notice that the LOW TASK/LOW PERSONNEL manager is lagging behind in leadership, productivity, and the proper management of the Command Religious Program. Reprimands from superiors and poor performance evaluations will most likely follow.

Efficiency

Because the Low TASK/LOW PERSONNEL manager is apathetic toward both task accomplishment and personnel needs, inefficiency and poor individual productivity usually result. This manager ignores suggestions to improve efficiency offered by others and insists on doing things in the same way he or she has always done them—and then attempts to shift the responsibility to someone else if the desired results are not achieved.

LOW TASK/HIGH PERSONNEL

Many of the following characteristics are apparent in LOW TASK/HIGH PERSONNEL managers.

Loyalty

This is an area in which confusion often exists. Sometimes assignments must be done over because of apathy or failure on the part of a manager who has adopted the LOW TASK/HIGH PERSONNEL style. Occasionally, this

manager may appear to take issue with the command while trying to protect assigned personnel.

Attention to Detail

This is an area in which a LOW TASK/HIGH PERSONNEL manager often needs to improve. This manager frequently fails to pay attention to detail or to closely analyze a situation or an assignment. Sometimes this manager simply forgets.

Listening

The LOW TASK/HIGH PERSONNEL manager is usually a good listener when a subordinate seeks advice or brings a problem to the manager’s attention. However, this manager usually remains on the defensive and feels ill at ease when in the presence of someone of higher authority.

Teamwork

The LOW TASK/HIGH PERSONNEL manager is usually a strong supporter of teamwork and works hard to see that subordinates get involved with operations. However, this manager sometimes delegates too much authority and, in some cases, tries to place responsibility for mission accomplishment or failure on subordinates.

Rapport with Subordinates

The LOW TASK/HIGH PERSONNEL manager will make every effort to accomplish rapport at all costs. Subordinates may soon feel that this management style is weak and may seek the leadership image in another senior RP if one is assigned. This manager often fraternizes with subordinates and feels highly protective of them, sometimes at the expense of task accomplishment.

The Confidence of Others

The LOW TASK/HIGH PERSONNEL manager usually fails to win the confidence of the chaplain, commanding officer, and others in authority. Too many failures, too many poor products, and too many assignments being late create a poor image of this manager.

Efficiency

Efficiency is not usually the strong suit of the LOW TASK/HIGH PERSONNEL manager.

Poor performance and inefficiency on the part of the manager has the effect of encouraging subordinates to be similarly inefficient. "I do my job as well as the chief does his" may express the feeling of subordinates toward this manager, and may be a fact as well.

HIGH TASK/LOW PERSONNEL

Many of the following characteristics are apparent in HIGH TASK/LOW PERSONNEL managers.

Loyalty

The HIGH TASK/LOW PERSONNEL manager usually accepts orders from those in command without question and with every intention of getting the job done regardless of the time and effort involved. However, this manager usually has a very rigid and subjective opinion of what command loyalty should entail.

This manager is often harsh and demanding toward subordinates, especially when there are signs of poor performance. Very little praise for a job well done is likely to be given to his or her subordinates.

Attention to Detail

When receiving assignments and during daily operations, the HIGH TASK/LOW PERSONNEL manager is likely to be most attentive to detail. When a slight deviation or error in performance by a subordinate is noticed, this manager is extremely critical and short-tempered. Rather than allowing the subordinate to grow through trial and error, the manager shows dissatisfaction, reassigns the subordinate, and personally performs the operation.

Sometimes when interpreting assignments, this manager tends to become overbearing and harsh rather than remaining calm and giving the assignment in a pleasant tone of voice, which would make subordinates feel more at ease.

Listening

The HIGH TASK/LOW PERSONNEL manager is not likely to be a good listener when managing subordinates. The statement "I don't want to hear it" is a favorite of this manager. In this case, subordinates soon become reluctant to bring any type of problem to this manager's attention, reasoning that their pleas would probably fall on deaf ears anyway.

Teamwork

The HIGH TASK/LOW PERSONNEL manager usually promotes teamwork of a sort. However, a true sense of teamwork may not develop, because this manager may not feel obligated to assist subordinates who experience difficulty in certain endeavors. Suppose, for example, that Chief X supervises five RPs, two of whom are Seaman Y and Seaman Z. Seaman Y types well, but has poor telephone etiquette. Seaman Z makes a fine receptionist, but types poorly. Instead of helping the seamen in the areas in which they are weak, this manager may say, "Seaman Y, since you type well, you type all the letters, but stay away from the receptionist's desk. That's Seaman Z's job. And Seaman Z, don't you touch the typewriter; just stick to the receptionist duties!" This manager occasionally uses isolation as a disciplinary measure. This type of supervision, while sometimes justified, would not be conducive to good teamwork.

Rapport with Subordinates

"I am your LPO, and I am not here to win a popularity contest." Does that sound familiar? The HIGH TASK/LOW PERSONNEL manager may actually convey such an impression to subordinates, making it clear that the development of rapport does not really matter. In any case, no doubt exists in anyone's mind as to who is in charge.

The Confidence of Others

Because the HIGH TASK/LOW PERSONNEL manager is normally a high achiever, he or she can usually win the confidence of the chaplain and command leaders through high productivity. However, because a short temper is sometimes displayed in dealing with subordinates, or a general lack of regard for them is shown, confidence in such a person as a personnel manager may be lacking. Personnel assigned to this manager may not be able to win the confidence of outsiders. For example, it may be said that "the Chief is capable, but those other RPs are poor performers."

Efficiency

The HIGH TASK/LOW PERSONNEL manager is often a fine performer; however, assigned personnel may not be sufficiently trained

to become efficient on the job. This situation may be fueled by jealousy on the part of the supervisor who reasons that I had to learn it the hard way, so they can too." This type of supervisor needs to learn that subordinates who are taught to be effective on the job can only serve to make the supervisor's job easier.

HIGH TASK/HIGH PERSONNEL

Many of the following characteristics are apparent in HIGH TASK/HIGH PERSONNEL managers.

Loyalty

A senior RP who is a HIGH TASK/HIGH PERSONNEL manager is loyal to both the command and subordinates in that the assignment, mission, and goal are always kept before all concerned. This manager never loses sight of his or her responsibility for the well-being of subordinates. Subordinates of this manager will always have the opportunity to seek guidance or advice when it is needed.

Attention to Detail

The HIGH TASK/HIGH PERSONNEL manager studies each assignment thoroughly by breaking it down into component parts and then studying each detail. In this way, assignments can be properly delegated if necessary, difficulties can be dealt with before they become real problems, and operations can be made to run smoothly—all because this manager has a keen eye for detail.

Teamwork

The HIGH TASK/HIGH PERSONNEL manager is always a strong advocate of teamwork. Through teamwork, the workers can see how their efforts, regardless of how small or seemingly insignificant, contribute to the accomplishment of the overall mission.

Rapport with Subordinates

The HIGH TASK/HIGH PERSONNEL manager usually has good rapport with subordinates and is usually fair and impartial to all assigned personnel; consequently, the morale of the subordinates is high and they are more productive. This is an area, however, that must be monitored closely by managers. Senior RPs can

place themselves in an awkward and compromising position through overt fraternization with subordinates. Fraternization and rapport with subordinates are two entirely different things. As a consequence of fraternization, the subordinate may become a close friend of the senior member and in the process lose respect for the authority position of that person. Then, if a situation arises where a reprimand must be given or strict authority needs to be imposed, the effectiveness of the senior's authority may be diminished, and the subordinate may feel confused and betrayed—"I thought the chief was my friend; now he is putting me on report for being UA for 2 hours!" Respect, consideration, and fairness are the basis of good rapport with subordinates and can be extended and exercised by the supervisor even while the supervisor remains in firm control of the operation.

The Confidence of Others

An RPC or RP1 who is an effective manager and has the respect and admiration of others will be a welcome asset in any command. If the chaplain and commanding officer know that the chief or first class RP can be relied upon for timely completion of any assignment, then this person will be viewed as a valuable team member who will contribute to the success of the Command Religious Program and the command mission.

Efficiency

Whenever the RPC or RP1 manager possesses all the characteristics mentioned above, the result will usually be a highly competent and effective chief or first class petty officer. Commanding officers will note superior performance and make appropriate recognition. Also, such efficiency is likely to be reflected in the amount and caliber of work produced personnel assigned to the HIGH TASK/HIGH PERSONNEL manager. Commanding officers and chaplains will realize that not only can the chief or first class RP be expected to do a good job, but so can the RPs supervised by this individual.

CONSISTENCY OF STYLE

As noted above, most managers develop one of these four managerial styles. Although slight deviations may occur from time to time, generally the managerial style adopted when a member is first advanced to petty officer will be the style

maintained throughout that member's Navy career. The RP3s and RP2s who see themselves as having adopted the second managerial style listed above may contend, "Yes, I'll admit that I'm LOW TASK/HIGH PERSONNEL manager now; but when I make chief, I'll change to the HIGH TASK/HIGH PERSONNEL style." This is a commendable line of reasoning, but in reality it seldom occurs. A manager usually continues to operate in the same managerial style that he or she adopted initially.

FLEXIBILITY OF THE MANAGER

Flexibility in management may be viewed by some as inconsistency, but personnel managers should prepare themselves to serve in quite different situations by taking advantage of the good points of all the above managerial styles. For example, if the HIGH TASK/LOW PERSONNEL manager is given an assignment that calls for an inordinate amount of interaction between manager and subordinates, the manager should consider a reevaluation of the LOW PERSONNEL style of personnel management. Or, if the HIGH TASK/HIGH PERSONNEL manager is confronted with a situation in which assigned personnel are not performing properly, a further tightening of disciplinary controls may be required to correct the situation. In any case, flexibility is the key.

LEADERSHIP AND GUIDANCE OF PERSONNEL

Navy organizational structure (in essence, the chain of command) sets the stage for leadership and guidance of personnel within the Department of the Navy. The chain of command, when used properly, is the most effective leadership tool in today's Navy. Lower echelon personnel should seek and receive guidance from, and make reports to, those in higher positions of authority in the chain of command. And higher echelon personnel should guide and communicate with personnel at lower echelons by using the chain of command in reverse order.

DISCIPLINE, GOOD MORAL CONDUCT, AND SELF-CONTROL

Discipline, good moral conduct, and self-control must be maintained by all members of the military in order to accomplish the command

mission and goals. At basic training, recruits are taught basic elements of military discipline and learn basically what is expected of them in regard to military behavior. The leading chief and leading petty officer are to expand this learning experience through close supervision of subordinates. The subordinates who respect authority and whose military behavior is beyond reproach can usually advance quickly in the Navy.

ENLISTED PERFORMANCE EVALUATION SYSTEM

The enlisted performance evaluation report is the most significant personnel management tool in the enlisted service record. This tool is used primarily by the Commander Naval Military Personnel Command in making advancement and assignment decisions. It is also used to determine eligibility for the Good Conduct Medal, reenlistment, character of service at time of discharge, continuation on active duty, and appointment to warrant or commissioned status. The performance appraisal process cannot be overemphasized and demands command attention.

Input to the Evaluation Report by the RPC or RP1

Senior petty officers should be tasked by the command chaplain to provide input to the evaluation report of assigned personnel. Because LCPOs and LPOs are the first-line personnel managers, they come in contact more frequently with subordinates than does the chaplain, division officer, department head, or commanding officer and can, therefore, provide a more detailed report of daily performance.

Documentation

Leading RPs should maintain either a file folder or notebook in which performance highlights can be documented as they occur. Thus, the RPC or RP1 will not be forced to rely on memory at evaluation reporting time. The subordinate must be informed that such a record exists and is being maintained. The leading RP must also permit the subordinate to see the documentation if the subordinate so desires.

AWARDS AND COMMENDATIONS

Incidents of outstanding or exceptional performance and award recommendations should

also be made part of the enlisted performance evaluation report. Again, documentation is a key factor in proper recognition of awards and performance evaluation reports. When receiving an award, such as a medal, letter of commendation, or other such citation, recipients can feel justly proud of their accomplishments.

SPECIAL EVALUATION REPORTS

The periodic performance evaluation report cannot be the sole method of advising service members of their performance. Throughout the evaluation period, the command must regularly counsel members in regard to their professional growth and development. Positive feedback should be provided, specific weaknesses discussed, and suggestions for improvement should be delineated. Performance counseling is an integral part of the evaluation process and helps subordinates understand the purpose and significance of the performance appraisal. Commanding officers are urged to emphasize a constructive and continuing dialogue between reporting seniors and subordinates. (NOTE: This is not to be confused with pastoral counseling as conducted by Navy chaplains.) To this end, division officers are most strongly encouraged to submit frequent performance evaluation reports on personnel in paygrades E-1 through E-3. Frequent reports will serve as an effective counseling aid. Frequent reports also provide a more meaningful summary on which commanding officers can base decisions regarding advancement recommendations, striker board selection, reenlistment code assignment recommendations, and so forth.

Another function of the special performance evaluation is to document adverse or exceptional performance. Performance evaluation reports, whether periodic or special, must be well thought out and not presented vindictively. Nor should these reports be used to flatter or bribe the ratee. The report should contain factual information. Again, documentation cannot be overemphasized. For example: "Petty Officer Jones was late for quarters six times during this

reporting period (dates _____) and was returned from liberty twice by the shore patrol for incidents involving alcohol abuse (dates _____).” Or, “RPSN Smith has completed all assigned tasks in a timely manner and has voluntarily stayed late four times (dates _____) during this reporting period to assist in special projects.”

WORKING RELATIONSHIPS

There may be cases where an RPC or RP1 heads an RP staff and the command employs one or more civilian employees. In such cases, position descriptions, guidance as to who is in charge, who works for whom, and so forth, will be provided by the Consolidated Civilian Personnel Office, the command chaplain, and the commanding officer.

Several factors may affect working relationships in the office of the chaplain. Some of these factors are as follows:

- Ž Education and training of personnel assigned
- Ž Experience and expertise of personnel assigned
- Ž Working conditions (equipment, facilities, working hours)
- Ž Attitudes of personnel assigned

In the development of smooth and harmonious working relationships, perhaps the last two factors listed above are the most influential.

At a large shore installation, civilians may be employed as director of religious education, secretaries, custodians, and receptionists. Also, members of the chapel council (if one exists), Sunday School teachers, and other civilian volunteers may participate regularly in the Command Religious Program. Since RPs interact with members of the local community, it is important that they portray a favorable image of the military as a whole and of the Command Religious Program.

